

WORKWELL STEPS

THE WORKPLACE PROVIDES A GREAT OPPORTUNITY TO PROMOTE HEALTHY LIFESTYLES. THE WORKWELL STEPS WERE DEVELOPED WITH ASSISTANCE FROM WELLNESS COUNCIL OF AMERICA (WELCOA), A NATIONAL LEADER IN WORKPLACE HEALTH PROMOTION, AND THE CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC). THE FOLLOWING STEPS WILL HELP EMPLOYERS BUILD SUSTAINABLE WELLNESS PROGRAMS AT THEIR WORKPLACES.

1. CAPTURE MANAGEMENT SUPPORT

2. CREATE A COMMITTEE

3. ASSESS THE WORKPLACE

4. DEVELOP A PLAN

5. IMPLEMENT WELLNESS PRIORITIES

6. EVALUATE



1. CAPTURE MANAGEMENT SUPPORT

Support from management is an important factor for success in your organization's workplace wellness program. Capturing management support and actively involving them increases the power to create a workplace environment that encourages and facilitates healthy behaviors. CEOs, senior management, human resource managers, and business owners should be a main supporter for your workplace wellness program. Get their attention and your wellness program will go a long way!

Characteristics of Management Support in the Workplace:

- Communicate practices regarding wellness
- Contribute resources for employees
- Designate responsible staff for employee activities
- Model healthy behavior

EMPLOYER ASSESSMENT

One of the first steps that an employer needs to address before starting a workplace wellness program is assessment of the working environment and company policies. The assessment results will allow the employer to focus on environmental and policy changes that require attention in order to create a healthy workplace. The South Dakota Department of Health (SDDOH) is dedicated to helping South Dakota citizens live healthy lives and has created a workplace wellness assessment for employers. Your responses to this survey will help you and the South Dakota WorkWell program know what assistance you need to implement and support workplace wellness activities. (See Appendix E)

2. CREATE A COMMITTEE

In order to promote workplace wellness, your organization needs a dedicated team of employees who are enthusiastic, deliver strong communication, and are committed to creating an ongoing healthy workplace! Commitment from a wellness team will show leadership how to overcome barriers and create a culture of wellness that will benefit all employees. Be creative and have fun!

Strategies for a Workplace Committee:

- Identify a coordinator
- Include employees from many different areas and levels
- Meet on a regular basis (e.g., bimonthly or quarterly)
- Provide an agenda prior to each meeting
- Designate a committee member to record and distribute minutes
- Communicate often
- Participate in continuing education to advance workplace health



3. ASSESS THE WORKPLACE

An employee assessment can help you explore your current overall workplace and build a sustainable wellness program. Once the assessment is completed, your committee will be able to identify ways to incorporate wellness opportunities that align with your organization and address employee interests, needs and barriers.

EMPLOYEE ASSESSMENT

The South Dakota Department of Health (SDDOH) is dedicated to helping South Dakota citizens live healthy lives and has created a workplace wellness employee assessment. Your employees' responses to this survey will help your committee and the South Dakota WorkWell program understand how to assist your workplace. (See Appendix F, G, & H)

4. DEVELOP A PLAN

Careful planning is critical to the program's success. Building a program that addresses the interests, needs, and barriers of the employer and employees will put the program on solid footing and enhance participation and long-term sustainability. This toolkit provides your organization with wellness priorities that include activities and strategies focused on policy and environmental changes. The priorities should help generate ideas to offer in your workplace and support the goal(s) and objective(s) your organization is trying to reach. Policy and small environmental changes in the workplace can have a great impact on employee behaviors with little or no cost.

With the use of the employer/employee assessment results and other data, you will be able to prioritize your program components and set goals and objectives. Be sure to develop an action plan with appropriate strategies to address specific goals and objectives, and remember to use partners in your community whenever possible to extend your resources. Below are recommended steps to follow when creating a wellness plan. (See Appendix A & B)

1. SET GOAL(S) & OBJECTIVE(S)

In order to show that the changes you make have an impact, it is necessary to develop goals and objectives. Goal statements describe what is to be accomplished and the objective reflects changes in knowledge, attitudes, or behaviors. The objective should state the change you hope will occur by altering a policy or environmental barrier.

Examples of goals and objectives:

Goal: Employees will become more physically active.

Objective: By (date), a walking path will be available for employees to use and increase their physical activity as a result of the environmental change.

Goal: Our workplace will be smoke free.

Objective: By (date), a written policy outlining the smoke free organization will be available.

2. INCLUDE A TIMELINE

A timeline is needed in a wellness plan to get things done. Create a timeline that states what needs to be accomplished and when it needs to be done but does not overwhelm staff and can keep interest high.

3. OUTLINE A BUDGET

Develop a budget bearing in mind the funds you have available and that they directly support a strategy. If the activities you have in mind require much more substantial funding, think of smaller steps and

processes that can be funded. Start seeking partners who might be interested in contributing time, resources, or money to help you move ahead with the rest of the plan.

4. ASSIGN TASKS TO COMMITTEE MEMBERS

Reap the benefits your committee members can offer. Analyze who can do what and how they can help make the health of the organization interesting. Committee member tasks should be aligned with individual strengths and talents. When assigning committee tasks, consider these components:

- Interacts and establishes relationships
- Achiever- gets things done
- Thinker- analyzes budget, etc.

5. IMPLEMENT MARKETING STRATEGIES

- Display key messages on a community sign or display board at the workplace facility.
- Insert notices of upcoming events in newsletters or emails.
- Offer health education.
- Provide health information through newsletters and websites promoting wellness priorities in the workplace.
- Conduct wellness screenings.
- Provide confidential health risk assessments.
- Host a health fair.
- Provide incentives.

6. EVALUATE THE INITIAL GOALS AND OBJECTIVES

Based upon the goal(s) and objective(s), evaluation measures include worker productivity, health care costs, health outcomes, organizational change, and improving your workplace plan. Your organization should also refer to the employer/employee assessment results. See the evaluation section of the toolkit for more information. (**Appendix C**)

5. IMPLEMENT WELLNESS PRIORITIES

Take a look at the culture in your organization. How can you help employees adopt healthier behaviors? When striving to improve the lives of employees, it is critical that an organization creates an environment that employees feel intrigued by and can be sustained. Choosing the appropriate health promotion priorities for your organization should be aligned and carried out with the data that has been collected from the assessment (step 3) and then prioritized from the plan (step 4). It is relevant to implement strategies that most affect your employee's needs and interests and will create a supportive environment. Potential strategies for many of the leading health topic concerns are included in the wellness priorities section of the toolkit (pg. 9).

EXAMPLES OF WELLNESS PRIORITIES FOR YOUR ORGANIZATION:

- Support physical activity in/at facility and grounds
- Encourage tobacco free facility and employees
- Provide healthy food options
- Offer random drug testing

- Provide screenings for blood pressure, obesity (BMI), breast, cervical and colorectal cancer, cholesterol, type 2 diabetes, asthma, arthritis/osteoporosis, and oral health
- Create an environment that supports employees and helps balance general well-being, physical health, and stress between work and home
- Provide injury prevention and safety education

6. EVALUATE

Evaluation of workplace wellness strategies can provide valuable information for your executive management and leadership team. Information from evaluation can be used to show program effectiveness, goal achievement, improved employee health outcomes, cost savings, return on investment, and how your wellness program efforts can be improved.

Program evaluation is a specific science, and depending on the exact information that you want to learn about your workplace wellness program, you may need only limited offsite technical assistance, or in some cases significant onsite technical assistance from experienced and trained evaluators. When it comes to evaluating your workplace wellness program, you (the employer) are in the driver's seat to determine the extent and type of evaluation you want to conduct. This section of the toolkit (Section 6) provides a brief introduction to evaluating your wellness program; guidance about selecting the type of evaluation that can meet your needs; and a resource list to help you get started with evaluation.

POTENTIAL ELEMENTS TO MEASURE IN AN EVALUATION:

Worker Productivity: Workplace wellness programs that improve employee health by reducing, preventing, or controlling diseases can positively affect worker productivity. Examples of elements measured in a worker productivity evaluation include:

- Improvements in physical, mental, and emotional health
- Reduced absenteeism among employees due to illness or injury
- Increased work production and/or quality

Health Care Costs: Investment in employee health may lower health care costs, insurance claims, or worker's compensation costs. Examples of elements measured in a health care costs evaluation include:

- Health insurance claims over time such as hospitalizations, outpatient visits, and pharmacy claims
- Changes in health care utilization through preventive health services such as cancer, diabetes, blood pressure, body composition, and blood glucose screenings
- Percent of employees with chronic disease that is being controlled through medication
- Reduced medical costs due to injury or illness

Health Outcomes: Participation in health promotion activities through a workplace wellness program allows individuals to develop and improve knowledge, attitude, and self-managed behaviors, as well as build a social support network among coworkers and supervisors. These skills can facilitate adoption of healthy behaviors in the short-term and lead to changes in physical, mental, and/or emotional health. Examples of elements measured in a health outcome evaluation include:

- Percent of employees reporting good or excellent health before and after a wellness program or intervention
- Percent of employees diagnosed with a chronic disease before and after a screening program
- Percent of employees who experience a fall at work before and after education on injury prevention
- Improvement in risk factors such as overweight/obesity before and after a weight management program

Organizational Change: Creating a culture of health and well-being in an organization is a valued part of the normal work day environment. A culture of health is achieved when the organization's policies and environmental changes are aligned to support or maintain health in the workplace. Examples of elements measured in an organizational change evaluation include:

Environmental changes:

- Healthy vending options
- Healthy snacks at company meetings
- Activities offered during breaks
- Wellness education resources
- Wellness communication

Policy changes:

- Prohibit tobacco use on organization's grounds
- Employee turnover



Improving Your Workplace Program: It takes time to develop effective programs and learn what works to improve your employee's health. Rarely are programs completely effective in the beginning. You may want to consider collecting evaluation data for the purpose of improving the effectiveness of your program efforts. This would require limited technical assistance to develop a survey or interview protocol to collect information from employees. Workplace program improvements could include:

- Increased employee participation
- Increased employee satisfaction
- Decreased barriers to participation
- Improved communication about the program
- Increased understanding of employee health needs
- More successful program offerings
- Removal of ineffective strategies

RESOURCES:

1. Capture Management Support

Centers for Disease Control and Prevention

<http://www.cdc.gov/workplacehealthpromotion/planning/leadership.html> offers credible information on capturing leadership support in a workplace.

Wellness Council of America

http://www.welcoa.org/freeresources/pdf/ceo_leadership_survey.pdf is a free resource for assessing the employer on leadership.

2. Create a Committee

Centers for Disease Control and Prevention

<http://www.cdc.gov/workplacehealthpromotion/planning/structure.html> offers credible information about creating a committee.

Wellness Council of America

<http://www.welcoa.org/freeresources/pdf/aateams.pdf> is offered as a free resource for creating a cohesive wellness team.

3. Assess the Workplace

Centers for Disease Control and Prevention

These websites offer credible information on assessing the workplace.

<http://www.cdc.gov/workplacehealthpromotion/assessment/index.html>

http://www.cdc.gov/workplacehealthpromotion/assessment/assessment_interviews/index.html

Centers for Disease Control and Prevention

The CDC Worksite Health Scorecard is a tool designed to help employers assess and improve health promotion in their workplaces.

http://www.cdc.gov/dhdsp/pubs/worksite_scorecard.htm

Hunnicutt, David and Collins, Richard. (2009). Self-Care Essentials. Omaha, NE: Wellness Council of America

Wellness Council of America

http://www.welcoa.org/freeresources/pdf/aa_collectingdata.pdf is offered as a resource for assessing the workplace.

4. Create a Plan

Centers for Disease Control and Prevention

http://www.cdc.gov/workplacehealthpromotion/planning/action_plan.html offers credible information on creating a plan for a workplace wellness program.

Wellness Council of America

<http://www.welcoa.org/freeresources/pdf/aaoperatingplan.pdf> is offered as a resource for creating a workplace wellness plan.

5. Implement Wellness Priorities

Centers for Disease Control and Prevention

<http://www.cdc.gov/workplacehealthpromotion/healthtopics/index.html> offers credible strategies for wellness priorities and how to implement them into a wellness program.

South Dakota Department of Health

<http://doh.sd.gov/HealthPromotion.aspx> coordinates programs designed to promote health and prevent disease.

Wellness Council of America

These websites offer information on choosing appropriate interventions and creating a supportive workplace environment.

<http://www.welcoa.org/freeresources/pdf/aainterventions.pdf>

<http://www.welcoa.org/freeresources/pdf/aaenvironment.pdf>

6. Evaluate

American Evaluation Association

<http://www.eval.org/> is an international professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluation.

Centers for Disease Control and Prevention

<http://www.cdc.gov/workplacehealthpromotion/evaluation/index.html> offers credible assistance in evaluation for workplace health promotion.

<http://www.cdc.gov/eval/framework/index.htm> provides a framework for program evaluation.

Wellness Council of America

http://www.welcoa.org/freeresources/pdf/aa_6.10_oct07.pdf is offered as a free resource for evaluation of a workplace wellness program.